

# **PLANNING MEETING FOR FY18 MARCH 23, 2017**

## **REPORT OF PROCEEDINGS**



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# **PLANNING MEETING FOR FY18 REPORT OF PROCEEDINGS**

## **INTRODUCTION**

The Annual Planning Meeting of the Montgomery County Fire and Rescue Service (MCFRS) was held on March 23, 2017 at the Public Safety Headquarters in the Fire Chief's Conference Room. The meeting was facilitated by Planning & Accreditation Section Manager Scott Gutschick.

Meeting participants included the following MCFRS leaders, managers and staff:

- Fire Chief Scott Goldstein
- Division Chief John Kinsley, Division of Operations
- Division Chief Diane Zuspan, Division of Human Resources
- Division Chief Alan Hinde, Division of Volunteer & Community Services
- Division Chief Dominic Del Pozzo, Division of Fiscal Management
- Assistant Chief John Dimitriadis, Executive Officer, Office of the Fire Chief
- Assistant Chief Eric Houston, Division of Support Services (see note below)
- Mr. Scott Gutschick, Manager III, Planning & Accreditation Section
- Mr. Demetrios Vlassopoulos, Accreditation Manager, Planning & Accreditation Section
- Mr. George Giebel, Program Manager II, Office of the Fire Chief

Note: Division Chief David Steckel (Division of Support Services), represented at the meeting by A/C Eric Houston, had provided preliminary input beforehand concerning his division's priority initiatives for FY18. A/C Houston presented these initiatives during the meeting. Mr. Vlassopoulos, who was attending the Public Safety Excellence Conference in California, participated in the planning meeting via speaker phone.

Two months prior to the meeting, participants were asked to prepare for the meeting by:

- Reviewing the MCFRS vision, mission, guiding principles and departmental goals
- Reviewing the initiatives and priorities found in the draft *2016-2022 Fire, Rescue, Emergency Medical Services, and Community Risk Reduction Master Plan*
- Reviewing the MCFRS FY17 Strategic Plan
- Obtaining input from their Division's Section Managers
- Identifying 3-5 priority initiatives to present at the meeting

## MEETING OBJECTIVES AND AGENDA

The primary objectives of the Annual Planning Meeting included the following:

- To validate and modify (as needed) the MCFRS vision, mission, guiding principles, and departmental goals.
- To identify priority initiatives for FY2018 (July 1, 2017 – June 30, 2018) for inclusion in the MCFRS' FY18 Strategic Plan.

The secondary objectives of the meeting included the following:

- To review and discuss the schedule for preparation of the MCFRS FY18 Strategic Plan.
- To discuss the need for updating the division/section-level goals and objectives during FY17Q4.

The agenda for the Annual Planning Meeting included the following elements:

- Purpose
- Validation/modification of MCFRS Vision, Mission, Guiding Principles and Goals
- Impact of CE's Recommended FY18 Operating Budget on MCFRS' FY18 Initiatives
- Priority Initiatives for FY18
- Development of FY18 Strategic Plan
- Updating of Division/Section Goals & Objectives

The actual agenda can be found in Appendix A.

## VISION, MISSION, AND GUIDING PRINCIPLES

### Vision

*The Montgomery County Fire and Rescue Service's vision is to enhance public safety and support quality of life through direct immersion in our communities, effectively blending outreach and education, and by leveraging our career and volunteer workforce to deliver exceptional services and improve our resiliency to meet increased challenges.*

There were no comments concerning the need for modification, so the existing MCFRS Vision will remain unchanged.

## Mission

Existing Mission: *The mission of the Montgomery County Fire and Rescue Service is to protect lives, property and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the County's diverse population.*

To replicate some of the wording found within Montgomery County Code, Chapter 21, Section 1(b)(1), Mr. Vlassopoulos suggested that the mission statement be slightly modified to insert the words "maximum protection." Meeting attendees agreed and Chief Goldstein approved this modification. The revised MCFRS Mission appears below, with the modification highlighted.

*The mission of the Montgomery County Fire and Rescue Service is to provide maximum protection of lives, property and the environment with comprehensive risk reduction programs and safe and effective emergency response provided by highly skilled career and volunteer service providers representing the County's diverse population.*

## Guiding Principles

*Our Montgomery County Fire and Rescue Service providers will:*

- *Deliver services to our customers with impartiality and excellence*
- *Promote the highest standards of safety and welfare*
- *Serve with integrity and mutual respect*
- *Promote the efficient and effective utilization of our resources*
- *Ensure that all organizations and personnel comprising the Fire and Rescue Service share the responsibility for continuously improving their capabilities, effectiveness, and efficiency*
- *Be responsible for the honor of our profession and public service*
- *Recognize the importance of diversity of our workforce and communities*
- *Promote equity and harmony among career and volunteer personnel*
- *Maintain and promote open honest communication, creativity, and competence*
- *Continuously improve public confidence and trust*
- *Be accountable and ethical*

There was discussion concerning a potential modification of the last guiding principle as suggested by Mr. Giebel to clarify "ethical;" however, Chief Goldstein determined that a modification was unnecessary so no change was made.

## **DEPARTMENT-WIDE GOALS**

Existing departmental goals are shown below, including modifications and additions (shaded in grey) resulting from discussion during the meeting. It was also decided that goals should be reordered such that specific goals deemed of greatest importance appear at the top of the list and that similar goals appear in succession. These modifications have been incorporated below.

## OVERARCHING DEPARTMENTAL GOAL

To comprehensively plan for the future needs of the Montgomery County Fire and Rescue Service and its customers by addressing all aspects of MCFRS capabilities to deliver effective and efficient emergency and non-emergency services as well as capabilities to address the functional, developmental, wellness, and safety needs of the organization.

## DEPARTMENTAL GOALS

1. To maintain our operational readiness at all times for an all-hazards mission and response capability, including emergency medical services, fire suppression, technical rescue, water/ice rescue, aviation fire-rescue, hazardous material, and explosive device emergency services.
2. To minimize the number of deaths and number/severity of injuries to our customers through a comprehensive, all-hazards, risk reduction strategy implemented through our community outreach program.
3. To ensure that sufficient numbers of personnel, apparatus, equipment, and facilities are in place to effectively and efficiently deliver emergency services and achieve our adopted standards of response coverage.
4. To set a desirable and attainable course for the future through strategic planning and with the establishment and periodic updating of “SMART<sup>1</sup>” goals and objectives.
5. To reassess and refine our vision, mission, and guiding principles periodically.
6. To maximize the utilization of our career and volunteer resources to achieve our mission.
7. To deploy and leverage our resources to best serve our customers’ needs while maximizing our effectiveness, efficiency and fiscal responsibility.
8. To ensure the transparency of our business operations and that open lines of communication are maintained with our customers.
9. To create and maintain strong partnerships with the citizenry, businesses, organizations and institutions within Montgomery County so that we may improve our responsiveness to their needs/concerns and leverage their collective capabilities to assist us in our community risk reduction, injury prevention and property protection efforts.
10. To seek and sustain tactical and strategic partnerships with other County, municipal, regional, State and federal agencies and private sector organizations to enhance our

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<sup>1</sup> SMART – Specific, Measurable, Attainable, Relevant, and Time-dependent

capabilities to prevent, respond to, and mitigate emergency incidents locally and regionally in keeping our homeland safe.

11. To maintain and grow our infrastructure, including facilities, apparatus, equipment, communications systems, and information technology systems to support our mission.
12. To provide for and enhance the wellness, safety, training, and development of our personnel, including implementation of risk reduction strategies to improve occupational safety and to improve the health and wellness of MCFRS personnel.
13. To ensure that MCFRS continuously recruits the career and volunteer personnel required to effectively deliver our services and programs and undertakes the steps needed to retain these individuals for long-term service to the community.
14. To address the current and projected training needs for career and volunteer leadership and workforce development. This includes classes provided at the Public Safety Training Academy, online training, in-service training, station drills, and classes provided by the Maryland Fire-Rescue Institute.
15. To ensure MCFRS embraces diversity, that our membership is reflective of the community served, and that our environment is open and accepting to all members of the community.
16. To establish an organizational commitment to evaluate, develop, and implement new technologies and innovations on a continuous basis that will enhance the effective delivery of services and performance of business processes.
17. To evaluate our progress, measure our performance, and strive for continual improvement through accreditation, performance measurement, dashboard monitoring, and program appraisal.

## **IMPACT OF FY18 BUDGET ON FY18 INITIATIVES**

Planning Meeting participants were reminded of budgetary constraints that would influence the department's overall initiatives for FY18. On March 14, the County Executive had announced publicly his FY18 Recommended Operating Budget. The recommended operating budget for MCFRS is \$214,412,420, a decrease of \$1,527,301 (-0.71%) from the FY17 Approved Budget for MCFRS of \$215,939,550. A significant factor in the reduced budget is the planned ECC consolidation which will involve the transfer of 27 FTEs to Montgomery County Police (MCP), with an associated reduction of \$1,782,985 in the MCFRS operating budget. Modest fire-rescue related initiatives included in the County Executive's FY18 Recommended Operating Budget would allow for the addition of a Paramedic Chase Unit at Station 25 and increased career staffing at Station 40.

The FY18 Approved Operating Budget will not be announced until later in FY17 after it has been finalized and approved by the County Council.

## **FY2018 INITIATIVES**

During the Planning Meeting, each Division and the Office of the Fire Chief was given the opportunity to identify and briefly describe priority initiatives for FY18. The objective was to provide a macro-level description of the initiatives, with detail to be provided and discussed during subsequent meetings between the Planning & Accreditation Section Manager (who will write the FY18 Strategic Plan), Division Chiefs, and Section Managers. The initiatives of each Division are shown below. The ranking of initiatives was deferred as that will be done by the Fire Chief during the review phase of the draft FY18 Strategic Plan.

### **DIVISION OF OPERATIONS**

D/C Kinsley presented the following FY18 initiatives for the Division of Operations:

- Address staffing deficiencies – achieve the 5.0 staffing ratio.
- Complete implementation of 4-person staffing of engines by adding a firefighter-paramedic to remaining engines having three personnel – Engines 702 and 720.
- Continue implementation of the ALS enhancement initiative by adding a Paramedic Chase Unit at Station 25.
- Expand the number of EMS Duty Officers to achieve one per battalion.
- Expand the Montgomery County Non-Emergency Intervention and Community Care Coordination (MCNIC<sub>3</sub>) program.
- Public Safety Systems Modernization – assist DTS in implementing PSSM components
- Continue addressing emergency communications initiatives:
  - ECC consolidation – transfer of 27 positions to MCP
  - Call processing time improvement
  - Achieve ACE accreditation
- Integration of First Watch into daily operations.



## DIVISION OF HUMAN RESOURCES

D/C Zuspan presented the following FY18 initiatives for the Division of Human Resources:

- Complete the buildout of the PSTA – all remaining elements
- Conduct Recruit Class 42
- Conduct paramedic classes: 2-3 shift work classes and 1 night-time class
- Conduct in-service training for suicide prevention & resiliency
- Provide cancer and cardiac risk assessment & awareness training
- Coordinate move of FROMS to former District Court Building in Rockville
- Create and fill a fulltime or part-time Claims Manager position
- Create and fill additional Safety Officer positions – one per battalion
- Coordinate hiring of 65 recruits for Recruit Class 42
- Establish casefile tracking system for EEO complaints, disciplinary actions, grievances

## DIVISION OF SUPPORT SERVICES

D/C Steckel submitted, and A/C Houston presented, the following FY18 initiatives for the Division of Support Services:

- Fleet Operations Section:
  - Create and fill two Emergency Vehicle Technician positions
  - Create and fill an Admin Specialist III position to serve as an “Operations Trainer”
- Fleet Support Section:
  - Create and fill two a Supply Tech II position for small tools
  - Create and fill an Admin Specialist III position for general support
  - Achieve progress with service & parts contracts to reduce direct pays
- Facilities Management Section:
  - Station 25 expansion/renovation
  - Montgomery Village Station 39 site evaluation
  - Level-of-effort projects (system replacements or upgrades at fire stations)
  - Expand facilities field staffing – create & fill a 2<sup>nd</sup> position similar to Lynwood’s
- IT Section:
  - Complete migration of Telestaff database engine to MS SQLServer
  - Implement fire station network security enhancement
  - Implement Online Analytical Processing System (OLAP)
  - Establish/implement the Staff Management System (SMS)
- Property & Supply Section:
  - Purchasing of EMS PPE for EMS-only providers.

## DIVISION OF VOLUNTEER & COMMUNITY SERVICES

D/C Hinde submitted the following FY18 initiatives for the Division of Support Services:

- Continue all existing community outreach programs.
- Develop program for LFRDs to develop and train heavy apparatus drivers.
- Establish a dispatchable CERT response team for assisting MCFRS Operations and the County's Office of Emergency Management and Homeland Security (OEMHS).
- Fill the Division's Planning Manager position.
- Create and fill two part-time "safety specialist" positions to perform visits/inspections of homes, group homes and healthcare facilities.

## DIVISION OF FISCAL MANAGEMENT

D/C Del Pozzo presented the following FY18 initiatives for the Division of Fiscal Management:

- Examine responsibilities of the Division's positions for potential changes.
- Develop a written compliance program for EMS-T.
- Achieve data replication for EMS-T vendor's billing system.
- Assist the Fleet and Facilities Sections in identifying new contract opportunities and developing new contracts.
- Fill the vacant Grants Administrator position.

## OFFICE OF THE FIRE CHIEF, PLANNING & ACCREDITATION SECTION

Section Manager Scott Gutschick presented the following initiatives for the Planning & Accreditation Section:

- Prepare and submit the Annual Accreditation Compliance Report to the Commission on Fire Accreditation International (CFAI).
- Update the department's Self-Assessment Manual and the Community Risk Assessment & Standards of Cover document in preparation for the 2018 peer assessment process for re-attaining accreditation status.
- Develop uniform appraisal process for each program addressed in Category 5 of CFAI's Fire and Emergency Services Self-Assessment Manual (FESSAM), 9<sup>th</sup> edition.

- Prepare the FY19 Strategic Plan by June 30, 2018.
- Participate in the site evaluation process (to be led by the Department of General Services) for new Station 39 to be located in Montgomery Village.
- Serve as MCFRS liaison for the planning for State/County mass transit projects, including the Purple Line, Corridor Cities Transitway, and Bus Rapid Transit system; advocating for MCFRS needs/concerns relating to system design.
- Continue coordination with the Insurance Services Office (ISO) to re-evaluate the County's fire protection capabilities and achieve the best possible Public Protection Classification (i.e., rating) for Montgomery County based upon these capabilities.

## **FY18 STRATEGIC PLAN PREPARATION**

Planning & Accreditation Section Manager Scott Gutschick presented to Planning Meeting participants the methodology and schedule for developing and finalizing the FY18 Strategic Plan. The development schedule is shown in Figure 1. Before the first draft is written, Mr. Gutschick will meet individually with each Division Chief and/or their section managers (per division chief's prerogative) to discuss the specifics of each initiative to obtain sufficient detail for inclusion in the Strategic Plan.

**Figure 1. Strategic Plan Development**

<b><u>Milestone</u></b>	<b><u>Completion Date</u></b>
Meet individually with Division Chiefs and/or Section Managers, as needed	4/12/17
Complete Draft #1	4/28/17
Distribute Draft #1 to Division Chiefs for review & comment	5/01/17
Reviewers' comments on Draft #1 due	5/15/17
Complete Draft #2 (based on comments received)	5/26/17
Submit Draft #2 to Fire Chief for review and comment	5/29/17
Complete Final Plan (based on Fire Chief's comments)	6/14/17
Obtain final approval by Fire Chief	6/28/17
Disseminate plan via email and QuickLinks	6/30/17

## **DIVISION/SECTION GOALS & OBJECTIVES**

Scott Gutschick informed the Division Chiefs that goals and objectives of the Divisions and Sections needed to be reviewed and updated. Doing so will meet an accreditation maintenance requirement as well as a departmental best practice. Updating of the Division/Section goals and objectives will also bring them in alignment with department-wide goals that were reviewed and updated during this Planning Meeting.

Mr. Gutschick informed meeting participants that he would soon be sending to Division Chiefs the most recent set of Division/Section goals and objectives to review and update with input from their Section managers. Mr. Gutschick indicated that updates would need to be completed within approximately two months (specific date to be announced). Upon review/approval of the updated goals and objectives by the Fire Chief, the 2017 Annual Compliance Report to the Commission on Fire Accreditation International (CFAI) will identify this FY17 achievement.

**APPENDIX A**

**PLANNING MEETING FOR FY2018**

**MARCH 23, 2017**

- I. Purpose of Meeting
- II. MCFRS Vision, Mission, Guiding Principles and Goals [Handout]
  - A. Review each
  - B. Validate or modify
- III. Impact of CE's Recommended FY18 Budget on MCFRS' FY18 Initiatives
  - A. Review initiatives highlighted in CE's budget [Handout]
  - B. Impact on ongoing initiatives
- IV. Priority Initiatives for FY18, incl. carryover initiatives & WingspreadVI ideas [Handouts]
  - A. Operations Division
  - B. Human Resources Division
  - C. Support Services Division
  - D. Volunteer & Community Services Division
  - E. Fiscal Management Division
  - F. Office of the Fire Chief, Planning & Accreditation Section
- V. Development of FY18 Strategic Plan
  - A. Follow-up discussions with DCs and Section Managers for details of initiatives
  - B. Schedule for completion and approval of FY18 plan [Handout]
- VI. Updating of Division/Section Goals and Objectives (G&Os)
  - A. Updating of 2016 version of G&Os
  - B. Schedule for completion & approval of updated G&Os
- VII. Adjournment